

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.
20052

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD
ON DECEMBER 11, 1981, IN
LISNER HALL, ROOM 603

1 The President called the meeting to order at 2:11 p.m.

Present: President Elliott, Provost Bright, Registrar Gebhardtsbauer, Birnbaum, Claeysens, Eldridge, Elgart, Fox, Griffith, Hawkins, Hill, Kelly, Liebowitz, Mazzeo, Morgan, Packer, Pierpont, Robinson, Sachlis, Schiff, B. Smith, G. Smith, H. Solomon, L. Solomon, Steiner, Toridis, Wallace, and Ziolkowski

Absent: Parliamentarian Cheh, Barron, Burns, Chandler, Divita, Frey, Linton, Loeser, Sapin, and Zenoff

The President introduced Stephen G. Thompson, Teaching Fellow, who substituted for Professor Cheh, Parliamentarian.

2 The President called for approval of the minutes of the regular meeting of November 13, 1981, as distributed. Professor Morgan asked that a correction be made on page 2 in the last line of the last paragraph of the quoted report in which the word "gauge" was misspelled. The correction was made and the minutes were approved as corrected.

3 Under Old Business, Professor Hill, on behalf of the Executive Committee, moved the adoption of substitute Resolution 81/6, "A Resolution to Establish a Senate Provisional Standing Committee on Alumni Affairs," and the motion was seconded. Professor Hill explained that the substitute resolution differed from the original resolution in the following two respects: (1) inclusion of a three-year trial period and (2) deletion of Paragraph 3 which called for amendment of the Faculty Organization Plan. These changes were made in response to the arguments against the original resolution at the last Senate meeting. No discussion followed. The question was called and Resolution 81/6, as amended, was adopted. (Resolution 81/6 attached.)

4 (a) Professor Ziolkowski, on behalf of the Committee on Research, moved the adoption of Resolution 81/7, "A Resolution to Modify the 'Senior Faculty Salary Guidelines 1982-83,'" and the motion was seconded. Professor Ziolkowski explained that the intention of this resolution was to correct what appeared to be an error of omission in the criteria contained in the Senior Faculty Salary Guidelines (1982-83) distributed to departmental chairmen recently. Research was not included in the six criteria listed and since these criteria appeared in the Monday Report also, Professor Ziolkowski said that the Research Committee thought this resolution might

serve to correct the false impression that research was not important to all faculty members, as well as senior faculty members.

Professor Hill then read a statement of "Recommendations of the Executive Committee Respecting the 'Senior Faculty Salary Guidelines' Issued by the Provost in Fall, 1981," which was distributed to the Senate members. He requested that the same be entered in the record of the minutes. (Statement attached.)

Professor Fox spoke against the resolution because he said he agreed with his colleagues in the School of Engineering who believed that adoption of this resolution would give legitimacy to the guidelines which they did not think should have been enacted. Professor Ziolkowski commented that the Research Committee did not necessarily support the guidelines either, but if they were going to be used as a basis for future action, then the committee was concerned about the omission of research in the criteria. A discussion followed by Professors Sachlis, Eldridge, and Hill. Dr. Elliott said that he would welcome the addition of research to the list of criteria. Dr. Bright explained that these criteria were really additional criteria, and that unfortunately the word "additional" was omitted. He noted that research was included in the guidelines which have been used for many years and reported in the Annual Reports each year by faculty members. Professor Robinson commented that from a departmental viewpoint she did not consider these to be "new" guidelines but the same which have been followed in the past in some departments. The question was called, and Resolution 81/7 was adopted. (Resolution 81/7 attached.)

(b) On behalf of the Executive Committee, Professor Hill moved the adoption of Resolution 81/8, "A Resolution to Establish a Special Committee of One to Propose Changes in Faculty Grievance Procedures," and the motion was seconded. Professor Hill said that those people most familiar with the present grievance procedure have agreed that the procedures were cumbersome in operation, slow in delivering judgment, overburdened procedurally in some respects, imprecise in other respects, expensive to the University, and enormously consuming of faculty time. While one could not predict whether there will be more or fewer grievances in the future, he said, the prognostication for more was a good one, given the complications which might arise as the result of the tightening of criteria for tenure and promotion and with the increasing number of non-tenure accruing appointments. During the past year and a half, Professor Hill said that the Executive Committee and a subcommittee of the Professional Ethics and Academic Freedom Committee worked on this problem, but no consensus was reached on exactly what modifications should be made. Therefore, the Executive Committee concluded that instead of "patching up" the existing procedures, an individual should be appointed who would be motivated to undertake a systematic review of what was good and what was bad in the present procedures. The Executive Committee strongly supported this resolution. Professor Griffith outlined briefly the review of the grievance procedures undertaken by Professor Zenoff, Chairman of a subcommittee of the Professional Ethics and Academic Freedom Committee. He said the subcommittee reported back that there was wide-spread dissatisfaction with the present procedures, but there was not any apparent consensus on modification, and he supported the adoption of the resolution to establish a committee of one to prepare a proposal. The question was called, and Resolution 81/8 was adopted unanimously. (Resolution attached.)

6 (a) Professor Hill reported on behalf of the Executive Committee that the Joint Committee of Faculty and Students had recommended directly to the Provost that the Board of Trustees retain within its committee system the presently vested authority to hear cases of academic dishonesty on final appeal. Because this recommendation did not propose to alter the existing mode of disposing of academic dishonesty cases, the Executive Committee saw no need to ask the Faculty Senate to consider the committee's recommendation. He added, however, that the matter of revising other procedures and definitions relating to academic dishonesty was now under Joint Committee study and would be referred to the Faculty Senate in the form of recommendations during the spring semester. In light of the passage of Resolutions 81/6 and 81/8 today, Professor Hill said he would ask the Executive Committee to place in nomination at the next Senate meeting the name of Professor George W. Smith to chair the new Provisional Standing Committee on Alumni Affairs, and he would also urge his colleagues to begin the process of singling out the individual whose designation would be offered for the Senate's approval as a Committee of One to propose changes in the Faculty Grievance Procedures. Professor Hill then wished the Senate the best of season's greetings on behalf of the Executive Committee.

(b) Professor Robinson, Chairman of the Appointment, Salary and Promotion Policies Committee, requested that the data on Faculty Salary Averages for 1981-82 be entered in the minutes (data attached). She then reported that the committee has recommended to Vice President Lange the inclusion of a yearly itemized statement of salary deductions and payment distribution. The committee also has recommended to Mr. Hurwitz, Manager of the Bookstore, and to the Bookstore Committee that consideration be given for a faculty discount on books.

Professor Hawkins, Chairman of the University Development and Resources Committee, reported that his committee was working with the Development Office on a tax seminar for faculty and University employees regarding the new Income Tax Provision Policy.

Professor Claeysens, Chairman of the Public Ceremonies Committee, reported that subcommittees were working on three projects--arranging special events in connection with the celebration of the 250th anniversary of George Washington's Birthday; working on plans to supplement last year's supplemented plans for the Spring Commencement Weekend; and looking for ways to increase faculty attendance at commencements. In the latter case, Professor Claeysens said that faculty response to the possibility of University assistance in the purchase of academic gowns had thus far been very positive, and that a final report would be made at the next Senate meeting.

On behalf of the Joint Committee, Professor Wallace reported that a subcommittee had met four times with regard to recommendations on commencement guidelines and a resolution would be forthcoming.

7 Under Brief Statements, Professor Griffith, Chairman of the Professional Ethics and Academic Freedom Committee, said he wished to call attention to the following memorandum from the Provost to the Deans and Department Chairmen dated December 7, 1981:

The University has been appointing more faculty members to non-tenure-accruing positions since limits have been placed on the number of tenure-accruing positions. Questions have arisen

Correction

as to whether or not it is permissible to transfer a faculty member holding a non-tenure-accruing position to a tenure-track slot which becomes available. A few such changes have been approved in the last several years.

This is to inform you that after this date, December 7, 1981, I will not approve such changes unless, after a nation-wide search which conforms to University policy, the department can provide evidence that the individual in question is the best qualified applicant for the position. I have discussed this with the Council of Deans, and we have agreed that the pool of applicants for a non-tenure-accruing position is different from that for a tenure-accruing position. This policy reflects that conclusion.

Speaking on his own behalf and not on behalf of the committee, Professor Griffith said he wished to make three brief comments on this memorandum: First, it seemed to him that the University has a dismaying propensity for changing the rules on players who were already in the game because this provision did not merely cover new non-tenure-track appointments, but covered those which have already been made, as well. This contrasted unfavorably with changes the University makes in rules applying to students which normally apply only to incoming students and not to those who are already here. Recognizing that the problems were somewhat different, Professor Griffith said he thought there were issues of fairness to be considered. He ventured to predict that there would be further problems arising unless wide-scale waivers of this condition were given because, from the information available to the Professional Ethics Committee, a good many individuals in non-tenure-accruing positions would not understand that they had been appointed under conditions in which, before being moved to tenure-track positions, not to tenure, those positions would have to be reopened for a nationwide search. Secondly, Professor Griffith said that it seemed to him that the change in this procedure involved a distinct change in the status of individuals in non-tenure-track positions in a direction in which he understood the University was reluctant to move. Now, explicitly, it says that non-tenure-track faculty, having been drawn from a different pool, were not to be taken as equivalent in status to members of the faculty appointed either tenure-track or tenured. While it may be true that, in some cases, applicants who were appointed to non-tenure-track positions were drawn from a different pool, it is not clear that this was generally so, nor that a general rule was the most perfect way of dealing with the issue. Thirdly, Professor Griffith commented on the way in which this administrative action was taken. He thought that the administration could hardly have been unaware that for the past few years the Senate and its committees have been struggling with questions of how to resolve the complicated and related issues which were involved in the appointment of people to non-tenure-track positions. Although he understood the administration's argument that it could not wait for a faculty committee to try to build consensus on an issue in which there were such diverse views as there were on this issue, Professor Griffith said that it seemed to him that the administration might have at least consulted with the faculty committees as to the arguments on both sides of particular disposition of issues. He said that if the administration intended to settle the whole set of issues related to non-tenure-track appointments in this way, then the Committee on

Professional Ethics and Academic Freedom would be glad to receive notice to that effect.

In light of Professor Griffith's comments, Professor Morgan said he wished to remind the Senate of what it did with regard to a resolution proposed to it regarding renewability of appointments of non-tenure-track faculty members, and he invited the Senate to relate this policy to that issue. Professor Hawkins commented that he remembered a previous Senate debate and concern about the "second-class" status of non-tenure-track faculty, regular or research. This policy, he said, now puts these people in second-class status, and he hoped the administration would reconsider this policy. Provost Bright responded that there was no intention in this policy for disallowing non-tenure-track people to compete for tenure-track positions. With regard to the different pools from which people were drawn, Dr. Bright said that he thought it was perfectly clear that the pool from which non-tenure-accruing applicants were drawn was different from that of tenure-accruing. What he wanted and what the deans wanted were the best possible people in the tenure-accruing positions.

8 There being no further business to come before the meeting, the President adjourned the same at 2:51 p.m., upon motion made and seconded.



Robert Gebhardtsbauer
Secretary

(SUBSTITUTE RESOLUTION)

A RESOLUTION TO ESTABLISH A SENATE PROVISIONAL STANDING COMMITTEE ON ALUMNI AFFAIRS (81/6)

WHEREAS, the Faculty has a sustained interest in the development of the University's relations with its alumni, and

WHEREAS, individual members of the Faculty are called upon from time to time to participate in the programs and objectives of the Alumni Relations Office; now, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That there be established for a trial period of three years a Provisional Standing Committee on Alumni Affairs; and
- (2) That this Committee be charged with advising the Office of Alumni Relations on such matters as relate to the Faculty's participation in the programs and objectives of that office; and with maintaining the responsibility of liaison between the faculty and the alumni.

Executive Committee of the Faculty Senate
November 25, 1981

Adopted December 11, 1981

A RESOLUTION TO MODIFY THE "SENIOR FACULTY SALARY GUIDELINES 1982-83" (81/7)

WHEREAS, the university exists in large measure to advance the frontiers of knowledge in all scholarly disciplines, and

WHEREAS, The George Washington University is dedicated to the ideals of scholarly research, and

WHEREAS, scholarly research is an important and appropriate activity of all faculty members, including those of senior standing; now, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate of The George Washington University expresses its dissatisfaction that no explicit mention is made of research achievement in the list of six criteria included in the memorandum entitled "Senior Faculty Salary Guidelines 1982-83" dated October 12, 1981; and urges that the Guidelines be modified to include specific recognition of such achievement.

Senate Research Committee
November 20, 1981

Adopted December 11, 1981

THE GEORGE WASHINGTON UNIVERSITY

INTERDEPARTMENTAL MEMORANDUM

December 11, 1981

Recommendation of the Executive Committee, Faculty Senate
Respecting the "Senior Faculty Salary Guidelines" issued
by the Provost in Fall, 1981

The Executive Committee recommends that in future the University Administration consult in advance with such faculty bodies as may be deemed appropriate before altering or refining the traditional methods of salary determination. The Committee expresses the view that in instances like this, wherein a new set of salary guidelines touches the discretionary role long exercised by department chairmen in making salary recommendations, the appropriate consultative body would have been those department chairmen.

- (1) We note that although the Faculty Code does not explicitly call upon the Administration to consult with any faculty group in determining criteria for salary increases, department chairmen have traditionally applied their own criteria in assessing the productivity of their colleagues when recommending the size of individual salary increases and have a claim, therefore, to be consulted in the formulation of criteria in general.
- (2) We note, further, that "research achievement" as a criterion for salary increases for senior faculty would almost certainly have been written into this year's original version of the "Guidelines," had the department chairmen or other faculty representatives been parties to its drafting.
- (3) We also call attention to the effect of the "Guidelines" on the integrity of departmental budgets. We understand that the 10% salary increase (potentially available to senior faculty) was this year set apart from departmental budgets pending chairmen's salary recommendations; and that in instances where the full 10% was not accorded to those faculty, the remaining funds were to revert to the Dean of the division, not to the Department. (Insofar as budgetary policy largely determines educational policy, the faculty has an interest in the disposition of funds initially allocated to a department, but later partially diverted to the dean of a division.)
- (4) The Executive Committee underscores the appropriateness of its recommendation by calling attention to the Faculty Senate's own recent effort to establish the principle that truly deserving faculty be accorded real merit increases in salary. In light of this demonstrated interest, any present or future effort to link salary-increases to individual faculty productivity should, in our view, bring together the jointly-exercised judgments of both faculty and administration.

In conclusion, because we expect that the Administration will review the action that it took this fall and will in future respond favorably to the reasonableness of this recommendation, the Executive Committee does not at this time ask the Faculty Senate to entertain any formal action.

A RESOLUTION TO ESTABLISH A SPECIAL COMMITTEE OF ONE
TO PROPOSE CHANGES IN FACULTY GRIEVANCE PROCEDURES (81/8)

WHEREAS, the present procedures for resolving faculty grievances have been shown to be cumbersome in operation, slow in resolving those grievance complaints, and costly to the University in money expended and faculty time diverted from scholarly productivity; and

WHEREAS, the faculty has a professional interest in assuring that the complaints of colleagues are handled in a manner that is simple, orderly, expeditious, and easily understood; now, therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That a special committee consisting of one member of the Faculty be established to undertake a thorough-going study of grievance procedures as they operate here and at other institutions of higher learning;
- (2) That such a committee person be selected by the Executive Committee, with the approval of the Faculty Senate; and be accorded a stipend the equivalent of one-sixth of that person's salary (for AY 1982-83); and
- (3) That, in Fall 1982, said committee person shall submit to the Professional Ethics and Academic Freedom Committee, the Executive Committee of the Faculty Senate, and the President a report of findings with specific recommendations for modifying, or replacing in entirety, Section E.
Procedures for Implementation of Article X of the Faculty Code.

Executive Committee of the Faculty Senate
November 25, 1981

Adopted December 11, 1981

FACULTY SALARY AVERAGES

1981/82

	Females			Males			Combined Average	Total Tenured
	#	Tenured	Average	#	Tenured	Average		
<u>Columbian College</u>								
Professors	14	13	\$31,055	103	102	\$35,009	\$34,536	
Associates	17	13	24,012	64	50	25,790	25,417	
Assistants	21	3	18,889	46	13	19,966	19,629	73%
<u>Education & Human Development</u>								
Professors	8	8	34,107	18	13	32,395	33,268	
Associates	8	8	25,516	6	4	26,766	26,052	
Assistants	3	1	21,229	4	0	20,658	20,903	72%
<u>Engineering & Applied Science</u>								
Professors				42	39	38,382	38,382	
Associates				16	4	28,466	28,466	
Assistants	1	0		2	0		29,862	70%
<u>Government & Business Administration</u>								
Professors	1	1		32	29	37,237	37,145	
Associates	4	1	29,168	24	13	30,775	30,546	
Assitants	6	0	26,633	16	0	26,849	26,790	53%
<u>Graduate School of Arts & Sciences</u>								
Professors				3	3	46,885	46,885	
Associates				2	0			
Assistants	2	0		1	0		19,984	38%

FACULTY SALARY AVERAGES

1981/82

	Females		Males		Combined Average	Total % Tenured
	#	Tenured	Average	#	Tenured	
<u>National Law Center</u>						
Professors	2	1		25	25	51,112
Associates	2	0		4	0	40,275
Assistants				1	0	76%
<u>Public & International Affairs</u>						
Professors	1	1		6	6	38,975
Associates				4	3	27,537
Assistants	1	0		3	2	21,675
<u>Men and Women Combined</u>						
Professors	26		33,687	229		37,813
Associates	31		25,995	120		27,725
Assistants	34		20,693	73		21,961

SUMMARY - ALL COMBINED

	#	Tenured	Average	% Tenured
Professors	255	241	37,395	94.5%
Associates	151	96	27,370	63.5%
Assistants	107	19	21,558	17.7%

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THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The Faculty Senate

December 1, 1981

The Faculty Senate will meet on Friday, December 11, 1981, at 2:10 p.m., in the Faculty Conference Room, Sixth Floor, Lisner Hall.

AGENDA

1. Call to order
2. Minutes of the regular meeting of November 13, 1981
3. Old Business:

Reintroduction and further consideration of Resolution 81/6 (as amended), "A RESOLUTION TO ESTABLISH A SENATE PROVISIONAL STANDING COMMITTEE ON ALUMNI AFFAIRS"; Professor Peter P. Hill, Chairman, Executive Committee of the Faculty Senate (substitute resolution attached)

4. Resolutions:
 - (a) A RESOLUTION TO MODIFY THE "SENIOR FACULTY SALARY GUIDELINES 1982-83" (81/7); Professor John E. Ziolkowski, Chairman, Research Committee (resolution attached)
 - (b) A RESOLUTION TO ESTABLISH A SPECIAL COMMITTEE OF ONE TO PROPOSE CHANGES IN FACULTY GRIEVANCE PROCEDURES (81/8); Professor Peter P. Hill, Chairman, Executive Committee of the Faculty Senate (resolution attached)
5. Introduction of Resolutions
6. General Business:
 - (a) Report of the Executive Committee: Professor Peter P. Hill, Chairman
 - (b) Interim Reports of Senate Standing Committees
7. Brief Statements
8. Adjournment



Robert Gebhardtsbauer
Secretary

(SUBSTITUTE RESOLUTION)

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Executive Committee of the Faculty Senate
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Senate Research Committee
November 20, 1981

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- (3) That, in Fall 1982, said committee person shall submit to the Professional Ethics and Academic Freedom Committee, the Executive Committee of the Faculty Senate, and the President a report of findings with specific recommendations for modifying, or replacing in entirety, Section E. Procedures for Implementation of Article X of the Faculty Code.

Executive Committee of the Faculty Senate
November 25, 1981